



**LEON COUNTY FY2017-2021**

# STRATEGIC PLAN

**UPDATED JANUARY 2021**

ECONOMY ENVIRONMENT QUALITY OF LIFE GOVERNANCE

## Leon County Board of County Commissioners



(Left to Right) District 2 Commissioner Jimbo Jackson, District 4 Commissioner Brian Welch, District 1 Commissioner Bill Proctor (Vice Chairman), District 3 Commissioner Rick Minor (Chairman), District 5 Commissioner Kristin Dozier, At-Large Commissioner Carolyn D. Cummings, and At-Large Commissioner Nick Maddox.



## VISION

A community that is safe,  
healthy and vibrant.

## MISSION

To efficiently provide public  
services which serve and  
strengthen our community.

**CONTENTS:** Economy 6 | Environment 8 | Quality of Life 10 | Governance 12 | Strategic Initiatives 14-17  
Key Community Metrics 20 | Bold Goals and Targets 23

# LEON COUNTY

**On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government,** I'm proud to present the updated Fiscal Year (FY) 2017-2021 Leon County Strategic Plan. In the pages ahead, you will read about the County's vision, priorities, and initiatives that guide our daily efforts, as well as bold goals and five-year targets, which keep County employees striving to make Leon County a special place to live, work, and play.

Each year we update our Strategic Plan as we continue to evolve, engage, and execute our strategy. Our culture of performance has made Leon County known nationwide and here at home as a county government of innovative problem solvers working on behalf of and alongside our citizens in



County Administrator Vincent S. Long

addressing the needs of the day and shaping our future.

In the pages ahead, you will see how we at Leon County plan and measure our success in the priority areas of Economy, Environment, Quality of Life, and Governance. Our Strategic Plan guides our efforts at every level of the organization and provides a foundation for setting the standard in public service. Recently updated for the current year, this plan features five-year targets that keep us focused on tangible results, and our bold goals that ensure we stretch ourselves to expand possibilities and exceed expectations.

And we cannot do all this alone. In the years ahead, we will continue to engage citizens as co-creators of this special community we share.

## CORE PRACTICES

- » Delivering the “Wow” factor in Customer Service.
- » Connecting with Citizens.
- » Demonstrating Highest Standards of Public Service.
- » Accepting Accountability.
- » Exhibiting Respect.
- » Employing Team Approach.
- » Exercising Responsible Stewardship of the Community's Resources.
- » Living our “People Focused, Performance Driven” Culture.





# FY2017-2021 Strategic Plan

## VISION

A community that is safe, healthy and vibrant.

## MISSION

To efficiently provide public services which serve and strengthen our community.

## CORE VALUES

Service, Integrity, Accountability, Respect, Collaboration, Stewardship, Transparency, Performance

## STRATEGIC PRIORITIES

### Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality.

### Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings.

### Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community.

### Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship.

**STRATEGIC  
INITIATIVES**

**BOLD GOALS  
AND TARGETS**

## Vision

### **A community that is safe, healthy and vibrant.**

Leon County's vision statement is an aspirational description of what the organization would like to achieve and accomplish in the future. The vision statement also describes how Leon County, in an ideal state, should look in the future.

## Mission

### **To efficiently provide public services which serve and strengthen our community.**

Leon County's mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission statement reflects the organization's vision, but is more concrete and action-oriented.

## Core Values

### **Service, Integrity, Accountability, Respect, Collaboration, Stewardship, Transparency, Performance**

Leon County's core values are the foundational, guiding principles on how the County team serves the public, exceeds expectations, and accomplishes big, game-changing projects and initiatives. These core values serve as the foundation for our core practices, which are the ways we live our values every day through public service.

## Strategic Priorities

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibilities: Economy, Environment, Quality of Life, and Governance. The priorities consider the County's future in each area and are critical to the success of the community. As part of the strategic plan, these priorities inform every decision and every initiative made by Leon County.

## Strategic Initiatives

Leon County's strategic initiatives are program- or area-specific projects that align with the County's strategic priorities to serve and strengthen the community. In the FY2017-2021 Strategic Plan, the 75 strategic initiatives ensure that the optimized resources of the County are aligned to address the community's most pressing issues and to achieve the County's top priorities.

## Bold Goals and Targets

Bold goals are truly stretch goals that will be big and difficult to achieve, but are worthy of Leon County's best efforts. Bold goals require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Leon County's five-year targets are aligned with each strategic priority and will communicate to the public and staff throughout the County the specific results the County expects to achieve through the collective execution of the strategic initiatives. Achieving these five-year targets will demonstrate results, accountability, and the strength of long-term planning.

# ECONOMY

## PRIORITY

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality.<sup>(EC)</sup>



(EC1)

Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.



(EC3)

Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.



(EC2)

Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.



(EC4)

Grow our tourism economy, its diversity, competitiveness and economic impact.

## BOLD GOAL

Grow the five-year tourism economy to \$5 billion

PROGRESS  
TO DATE

**72%**

(\$3.6 Billion)





## PROGRESS AS OF SEPTEMBER 30, 2020

### 5-YEAR TARGETS

- » Attract 80 state, regional, or national championships across all sports 85% (68 Championships)
- » Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs 373 entrepreneurial ventures (75%) and 362 high-wage jobs in high tech clusters (90%)\*
- » Connect 5,000 students & citizens to middle skilled job career opportunities 50% (2,522 Students and Citizens)
- » Host 100,000 residents & visitors as part of the Amphitheater County Concert Series 39% (38,761 Residents and Visitors)

*\*Due to the COVID-19 Pandemic, Leon County experienced unemployment as high as 8.5% resulting in a net loss of approximately 5,000 jobs since FY 2017 which will significantly impact the County's ability to meet the target for co-creating 11,000 new jobs by the end of the current fiscal year.*





# ENVIRONMENT

## PRIORITY

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings.<sup>(EN)</sup>



(EN1)

Protect the quality and supply of our water.



(EN3)

Promote orderly growth and sustainable practices.



(EN2)

Conserve and protect environmentally sensitive lands and our natural ecosystems.



(EN4)

Reduce our carbon footprint.

## BOLD GOAL

Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone

**PROGRESS TO DATE**

**610**

septic tank upgrades or eliminations in progress







## PROGRESS AS OF SEPTEMBER 30, 2020

### 5-YEAR TARGETS

- |   |                       |
|---|-----------------------|
| » Plant 15,000 trees including 1,000 in canopy roads  | 95%<br>(14,053 Trees) |
| » Ensure 100% of new County building construction, renovation and repair utilize sustainable design | On target             |
| » 75% community recycling rate  | 57% Recycling Rate    |
| » Construct 30 miles of sidewalks, greenways and trails   | 94% (28.3 Miles)      |





# QUALITY OF LIFE

## PRIORITY

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community.<sup>(Q)</sup>



Maintain and enhance our parks and recreational offerings and green spaces.



Support strong neighborhoods.



Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.



Provide relevant library offerings which promote literacy, life-long learning and social equity.



Provide essential public safety infrastructure and services.



Support and promote access to basic health and welfare services to our community members most in need.



Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

## BOLD GOAL

Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families

**PROGRESS TO DATE**

**96%**  
(\$96.2 Million)\*

*\* Estimate based upon available data.*





## PROGRESS AS OF SEPTEMBER 30, 2020

### 5-YEAR TARGETS

- |  |                         |
|--|-------------------------|
| » Double the number of downloadable books at the library | 123% (16,581 New Books) |
| » Construct 100 fire hydrants                            | 68% (68 Fire Hydrants)  |
| » Train 8,500 citizens in CPR/AEDs                       | 73% (6,169 Citizens)    |
| » Open 1,000 new acres of park land to the public        | 27% (272.67 new acres)  |





# GOVERNANCE

## PRIORITY

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship.<sup>(G)</sup>



Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.



Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.



Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.



Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.



Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.

## BOLD GOAL

Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation

PROGRESS  
TO DATE

**88%**

(440 Citizen Ideas)





## PROGRESS AS OF SEPTEMBER 30, 2020

### 5-YEAR TARGETS

- » Reduce by at least 30% the average time it takes to approve a single family building permit 30% Reduction  
(3 days faster)
- » Achieve 90% employee participation in the County's "My Rewards" Well Being Program 91% Participation  
(488 Employees Participating)
- » Reduce by 60% the outstanding debt of the County 65% Reduction
- » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace 100% of Employees Trained





## STRATEGIC INITIATIVES – ECONOMY



- » (EC4) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements. (2016-1)
- » (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)
- » (EC4) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district. (2016-3)
- » Continue to pursue opportunities for workforce development, including:
  - (EC2) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Junior Apprenticeship Program. (2016-4A)
  - (EC2) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs. (2016-4B)
- » (EC4) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP). (2016-5)
- » (EC2) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (2016-6)
- » (EC2) Complete and implement the joint County/City disparity study and enhancements to the MWSBE



# STRATEGIC INITIATIVES – **ECONOMY**



program and conduct an update to the study in 2021. (2016-7, rev. 2020 and 2021 )

- » (EC4) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference. (2016-8)
- » (EC1, EC2) Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/ Southside CRA including the County's partnership with the City. (2016-9)
- » (EC4) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium. (2016-10)
- » (EC2) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses. (2016-11)
- » (EC1, EC4) Further enhance our

competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP). (2016-12)

- » (EC2) Evaluate expanding Leon Works as a regional event and to different segments of the community. (2017-1)
- » (EC2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development. (2017-2)
- » (EC2, EC3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local. (2017-3)
- » (EC2, EC3) Explore ways to expand how local businesses can do business outside of the community. (2017-4)
- » (EC4) Raise awareness of County trails through the Division of Tourism Strategic Plan. (2017-5)

- » (EC4) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation. (2018-1)
- » (EC1, EC2) Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification. (2020-1)
- » (EC4) Work with the City of Tallahassee to develop a branding strategy for the community's trail system. (2020-2)
- » (EC2) Continue to pursue and position the County to accept and further advance local priorities to distribute additional CARES funding in support of individual assistance, small business assistance and vaccinations. (2021-1)
- » (EC2, EC4) Evaluate potential enhancements to the Lake Talquin/ Urban Fringe (LT/UF) zoning district to provide more opportunity for commercial uses that are functionally supportive and related to eco-tourism or natural resource-based activities along the southern shoreline of Lake Talquin. (2021-2)

# STRATEGIC INITIATIVES – **QUALITY OF LIFE**



» Continue to expand recreational amenities to include:

- (Q1, Q6) Implement a master plan for the Apalachee Regional Park. (2016-24A, rev. 2017)
- (Q1, Q6) Develop a program to establish a signature landscaping feature with a regular blooming season. (2016-24B)
- (Q1, Q6) Implement the Tallahassee-Leon County Greenways Master Plan. (2016-24C)
- (Q1, Q6) Evaluate additional trail expansion opportunities. (2016-24D)
- (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
- (Q1, Q6) Identify opportunities to create dog parks in the unincorporated area. (2016-24F)
- » (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- » (Q3) Continue to evaluate emergency medical response

strategies to improve medical outcomes and survival rates. (2016-26)

- » (Q4, G1, G5) Work with the City of Tallahassee to develop a new CHSP process in-light of the United Way's decision to conduct a separate funds distribution process. (2016-27)
- » (Q4, Q5) Implement the Joint County-City Affordable Housing Work Group's efforts to develop a holistic plan for the redevelopment of a multi-family affordable housing project and identification of additional transitional housing opportunities through community partnerships. (2016-28, rev. 2017)
- » Continue to serve our seniors through programs and partnerships, including:
  - (Q4) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community. (2016-29A)
  - (Q4) Exploring opportunities to address fraud/scams targeted

towards seniors. (2016-29B)

- (Q4, EC4) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination. (2016-29C)
- » (Q4) Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives. (2016-30)
- » (Q7) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day. (2016-31)
- » (Q3) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage. (2016-32)
- » (Q3, Q4) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies. (2016-33)
- » (Q4) Continue County support of primary healthcare through participation in Carenet in order



# STRATEGIC INITIATIVES – QUALITY OF LIFE

to increase access to affordable healthcare for those in need. (2016-34)

- » (Q2) Explore opportunities to increase to high speed internet access through a “mobile hot spot” library lending program. (2016-35)
- » (Q5, Q6) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements. (2017-9)
- » (Q1, Q5, Q6) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School. (2017-10)
- » (Q7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans. (2018-7)
- » (Q5, Q6) Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension). (2018-8)
- » (Q4) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community. (2018-9)
- » (Q3) Implement practices and strategies to further enhance the response to mass casualty incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding. (2018-10)
- » (Q4) Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote. (2018-11)



- » (Q6, Q1) Implement a minimum grid bicycle route network. (2018-12)
- » (Q3) Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 call takers. (2020-5)
- » (Q4) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program. (2020-6)
- » (Q3, Q5) Coordinate with community partners to implement training for parents and students on the safe use of online applications. (2020-7)
- » (Q6) Coordinate with the City of Tallahassee in pursuing designation as an AARP Age-Friendly Community Network to enhance the community's livability for residents of all ages. (2021-5)
- » (Q1) Relocate the proposed Northeast Park to the Welaunee area and support Blueprint accelerating the funding of the project in coordination with the Northeast Gateway project. (2021-6)
- » (Q5) Evaluate and implement options to address chronic speeding and traffic issues in the Northeast and along Deer Lake Road. (2021-7)
- » (Q4) Implement targeted outreach and education to minority communities to encourage vaccinations. (2021-8)
- » (Q4, Q5) Develop a plan to address poverty and inequities in 32304 in collaboration with the City and other community partners. (2021-9)
- » (Q5) Create a Citizen's North Monroe Street Task Force with City of Tallahassee participation, staffed by the City/County Planning Department charged with identifying opportunities to reduce crime and improve conditions along the North Monroe Corridor between Fred George Road and Tharpe Street. (2021-10)
- » (Q4) Working with community partners, develop possible options for those struggling with food insecurity by utilizing the results of Feeding Florida's recent study on food insecurity that provides granular information down to the neighborhood block group level. (2021-11)



# STRATEGIC INITIATIVES – ENVIRONMENT

- » (EN1, EN2) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment. (2016-13)
- » (EN4) Develop strategies to increase recycling and reuse rates. (2016-14)
- » (EN3) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site. (2016-15)
- » (EN3) Convene the Leon County Sustainable Communities summit on a bi-annual basis. (2016-16)
- » (EN3) In partnership with the Canopy Roads Committee, update and implement the long term management plan for the Canopy Roads including an active tree planting program. (2016-17, rev. 2020)
- » (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)
- » (EN4) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program. (2016-19)
- » (EN2) Add environmental education kiosks, trail markings/mapping at Greenways and Parks. (2016-20)
- » (EN4) Explore new opportunities for solar on County facilities. (2016-21)
- » (EN1) Support the protection of Lake Talquin. (2016-22)
- » Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
  - (EN1, EN2) Develop a septic tank replacement program. (2016-23A)



- (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)
- » (EN2, EN3, EN4) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan. (2017-6)
- » (EN1, EN2, EN3) Continue to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks. (2017-7)
- » (EN1, EN2, EN3) Continue to work with the state to seek matching grants to convert septic to sewer systems. (2017-8)
- » (EN4, EN3) Develop and enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint. (2018-2, rev. 2020)
- » (EN1, EN2) To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings. (2018-3)(EN3, EN4) Pursue NACo's SolSmart designation. (2018-4)
- » (EN1) Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water. (2018-5)
- » (EN1) Develop and enhance communications strategies to inform citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water (2018-6).
- » (EN4, EN3) Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community. (2020-3)
- » (EN2) To further reduce litter and trash in rural areas and the Apalachicola National Forest, launch a targeted public outreach effort encouraging the use of County Rural Waste Service Centers. (2020-4)
- » (EN2, EN3) Develop a policy and criteria for adding County roads to the canopy road system. (2021-3)
- » (EN3, EN4) Develop a Sustainable Business Recognition Program. (2021-4)

# STRATEGIC INITIATIVES – GOVERNANCE

- » (G1, G3) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens. (2016-36)
- » (G1) Continue to Support Commissioner Desloge during his term as NACo President. (2016-37)
- » (G5) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot. (2016-38)
- » (G2) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals. (2016-39)
- » (G2) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies. (2016-40)
- » (G4) Continue County sponsorship of employees' participation in the Certified Public Manager training. (2016-41)
- » (G1) Seek opportunities for partnerships through NACO and FAC's enterprise programs. (2016-42)
- » (G5) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate. (2016-43)
- » (G4) Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions. (2016-44)
- » (G1, G2) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county. (2017-11)



- » (G1, G3) As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects. (2017-12)
- » (G1) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President. (2017-13)
- » (G2, G5) Implement the recommendations of the Hurricane Irma After Action Report. (2017-14)
- » (G2, G5) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam. (2018-13)
- » (G2, G5) Implement the recommendations of the Hurricane Michael After-Action Report. (2018-14)
- » (G1) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019. (2018-15)
- » (G3, G1) Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities. (2018-16)
- » (G3, G5) Evaluate incorporating social infrastructure into the comprehensive plan land use element update. (2018-17)
- » (G5) Complete an updated Building Permit fee study. (2020-8)
- » (G2, G3) Implement the Leon County Essential Libraries Initiative. (2020-9)
- » (G3) To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens. (2020-10)
- » (G2, G5) Participate in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts. (2020-11)
- » (G3) In coordination with community partners, celebrate the centennial of women's right to vote by conducting a multimodal public information/education campaign culminating with a special community event. (2020-12)
- » (G3) Support the Complete Count Committee in educating the community and promoting the 2020 Census. (2020-13)
- » (G1) Conduct the redistricting process as mandated by the Florida Constitution to ensure Leon County's Commission districts reflect the results of the 2020 Census. (2021-12)
- » (G3) Become a member of the Government Alliance on Race and Equity (GARE) organization and integrate initiatives and resources of GARE in human service programs such as CHSP where possible. (2021-13)
- » (G3) In working with community partners, bring greater community awareness of Florida Emancipation Day (May 20th). (2021-14)
- » (G2) Provide the Children Services Council a loan to support its initial operations. (2021-15)
- » (G1, G3) Develop a public engagement coordination and planning process with the City and Big Bend Continuum of Care for the siting of all future homeless shelters and support facilities. (2021-16)

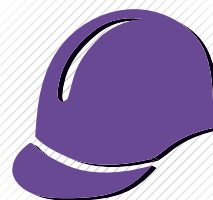
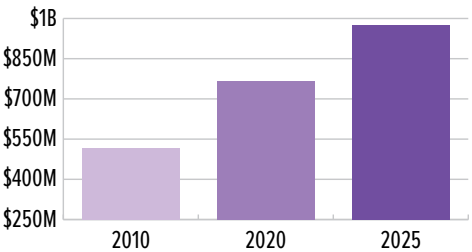
# KEY COMMUNITY METRICS

## ECONOMY



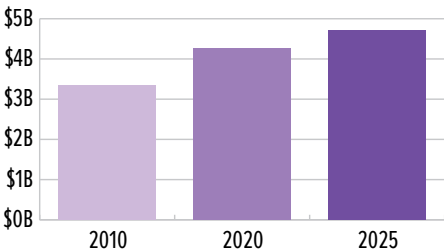
### Tourism

ANNUAL ECONOMIC IMPACT

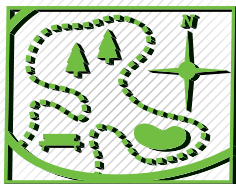


### Office of Economic Vitality

TAXABLE SALES

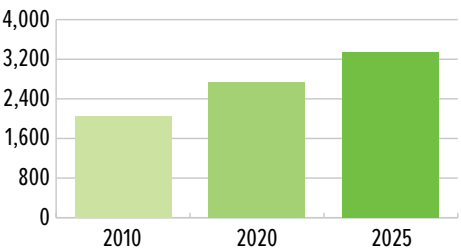


## ENVIRONMENT



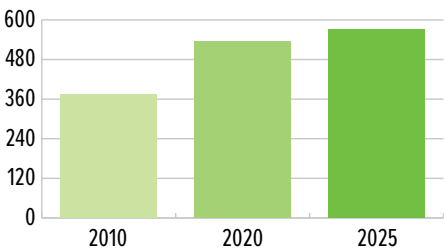
### Parks and Recreation

TOTAL ACRES OPEN TO THE PUBLIC



### Public Works, Parks and Rec, P.L.A.C.E.

TOTAL MILES OF TRAILS AND SIDEWALKS



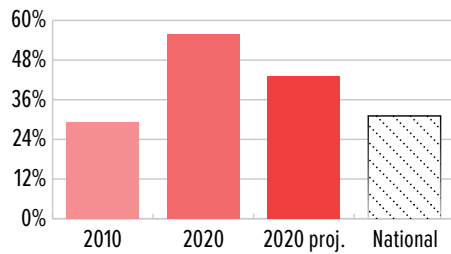


These key community metrics provide a representative snapshot of how Leon County is achieving results in the following four strategic priority areas: (1) Economy, (2) Environment, (3) Quality of Life, and (4) Governance. Additionally, the metrics show the County's continued progress by presenting where we were (2010), where we are today (2020) and where we are projected to be in five years (2025).

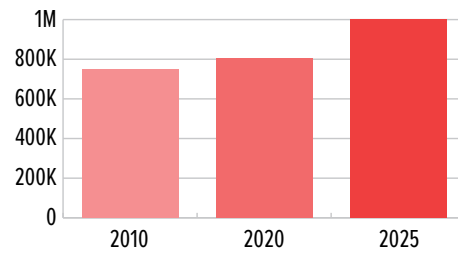
## QUALITY OF LIFE



### Emergency Medical Services CARDIAC SURVIVAL RATE



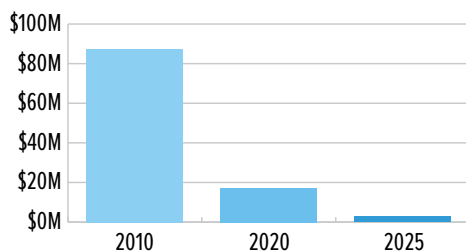
### Library Services LIBRARY OFFERINGS



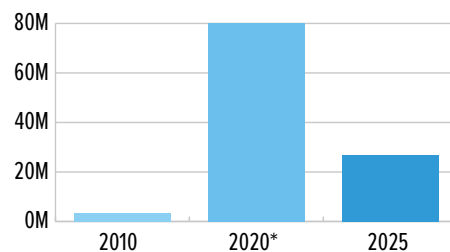
## GOVERNANCE



### Financial Stewardship DEBT REDUCTION



### Community and Media Relations CITIZEN ENGAGEMENT THROUGH OUTREACH



*\*Higher than expected number due to COVID-19 and Leon CARES public health messaging.*



## OUR VALUE PROPOSITION

### **What You Get as a Taxpayer and a Stakeholder in our Community**

Leon County Government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

YEAR TO DATE AS OF SEPTEMBER 30, 2020

## GOALS &amp; TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	PROGRESS TO DATE
ECONOMY	Grow the five-year tourism economy to \$5 billion	72% (\$3.6 Billion)	» Attract 80 state, regional, or national championships across all sports	85% (68 Championships)
			» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage job	373 entrepreneurial ventures (75%) and 362 high-wage jobs in high tech clusters (90%) <sup>1</sup>
			» Connect 5,000 students and citizens to middle skilled job career opportunities	50% (2,522 Students and Citizens)
			» Host 100,000 residents and visitors as part of the Amphitheater County Concert Series	39% (38,761 Residents and Visitors)
ENVIRONMENT	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone	610 septic tank replacements are in progress	» Plant 15,000 trees including 1,000 in canopy roads	95% (14,053 Trees)
			» Ensure 100% of new County building construction, renovation and repair utilize sustainable design	On target
			» 75% community recycling rate	57% Recycling Rate
			» Construct 30 miles of sidewalks, greenways and trails	94% (28.3 Miles)
QUALITY OF LIFE	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families	96% (\$96.2 Million) <sup>2</sup>	» Double the number of downloadable books at the library	123% (16,581 New Books)
			» Construct 100 fire hydrants	68% (68 Fire Hydrants)
			» Train 8,500 citizens in CPR/AEDs	73% (6,169 Citizens)
			» Open 1,000 new acres of park land to the public	27% (272.67 new acres)
GOVERNANCE	Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation	88% (440 Citizen Ideas)	» Reduce by at least 30% the average time it takes to approve a single family building permit	30% Reduction (3 days faster)
			» Achieve 90% employee participation in the County's "My Rewards" Well Being Program	91% Participation (488 Employees Participating)
			» Reduce by 60% the outstanding debt of the County	65% Reduction
			» 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace	100% of Employees Trained

1) Due to the COVID-19 Pandemic, Leon County experienced unemployment as high as 8.5% resulting in a net loss of approximately 5,000 jobs since FY 2017 which will significantly impact the County's ability to meet the target for co-creating 11,000 new jobs by the end of the current fiscal year. 2) Estimate based upon available data.



---

# Leon County needs your help shaping the years ahead

---

To volunteer at the County or in a local  
nonprofit, call (850) 606-1970 or visit  
**[VolunteerLEON.org](http://VolunteerLEON.org)**

To serve on a Citizen Committee,  
call (850) 606-5300 or visit  
**[LeonCountyFL.gov/Committees](http://LeonCountyFL.gov/Committees)**

To provide feedback or make a service  
request, call (850) 606-5300 or visit  
**[LeonCountyFL.gov/CitizensConnect](http://LeonCountyFL.gov/CitizensConnect)**



Leon County Courthouse, Suite 502  
301 S. Monroe St. | Tallahassee, FL 32301  
**(850) 606-5300 | [CMR@LeonCountyFL.gov](mailto:CMR@LeonCountyFL.gov)**